

Office of Government Training Workshop Catalog

In an effort to continue to meet your needs, this catalog is being provided. Included in the catalog is a description of each workshop, the benefits you will receive from taking the workshop, registration procedures and additional workshop information like confirmations, cancellations, etc.

More workshop information is provided on OGT's web site at <http://ogt.ky.gov/>. There you will find additional resources and competencies that relate to the workshops, quarterly schedules outlining when each workshop will be provided, and other information pertinent to the mission of OGT.

Please make as many copies of this catalog as you need. It's here for your use.

July 2004

Workshop Registration

NEW CMF/CPM CANDIDATES will be pre-enrolled in workshops by OGT. You will receive that schedule in the mail or when you attend orientation.

PARTICIPANTS NOT IN CMF/CPM

You need to contact your agency liaison to register for a workshop. If you do not know your liaison's name, check the OGT web site at <http://ogt.ky.gov/Liaisons.htm>.

1. The liaison will give you information about workshops and explain registration procedures. You may find the quarterly workshop schedule in the Commonwealth Communiqué or on the OGT web site under Workshop Schedule.

If you cannot locate an appropriate liaison for your agency, contact OGT and we will provide the assistance you need.

2. A generic workshop registration form is available at <http://ogt.ky.gov/Register.htm>. Some agencies have their own customized form, so check with your liaison before completing the form.

Additional Workshop Information

CONFIRMATIONS

All participants, including CMF/CPM candidates, receive confirmation of scheduled workshops by e-mail or fax, if possible, or by regular mail. Mark your calendar and notify your supervisor of the scheduled date.

CANCELLATION

It is important for all participants to notify OGT at 564-8170 as soon as possible if you are unable to attend a scheduled workshop. Early

cancellation permits someone on the wait list the opportunity to attend in your place.

When you, including CMF/CPM candidates, cancel a workshop, you must contact your agency liaison to be placed on a wait list.

LATE NOTIFICATION

When a cancellation occurs, OGT makes every effort to fill that vacancy. You may receive a letter or a telephone call offering you the opportunity to attend on short notice. In that event, it is especially important that you confirm or cancel quickly.

WAIT LISTS

Wait lists are created when CMF/CPM candidates cancel a prescheduled workshop or when a participant, not in CMF/CPM, requests a workshop for which there is no opening. If additional workshops are needed, one is created (if at all possible) during that same month or quarter, and people on the wait list are notified of the extra workshop date. You need to understand, however, that OGT deletes wait lists at the end of the quarter, so you must reapply for the workshop the following quarter. This includes CMF/CPM candidates. You are responsible for rescheduling any workshop you canceled.

TRAINING LOCATIONS

Training conducted in Frankfort is usually held in the Julian Carroll Academic Services Building on the campus of Kentucky State University. Workshops are also conducted at state parks, universities, and other facilities in an effort to meet the needs of employees throughout the state. In Louisville, the Corrections Training Center (312 Whittington Parkway) is usually used. The letter you receive notifies you of the location of the workshop.

COSTS

In keeping with KRS 164.357, organizational units share the cost of training at OGT on a pro-rata basis. A formula is used for each biennial budget cycle that determines the amount each agency pays. This is built into the budget of each agency in the Executive Cabinet and other state agencies that choose to participate on a pro-rata basis. If employees from any other state government agency, or any agency of a county, city or other political subdivision take classes at OGT, the agency reimburses the state at a predetermined rate per day per employee.

CONTACT HOURS

OGT awards contact hours for each of its workshops. The number of contact hours is included on the certificate received upon completion of the workshop. This catalog and the web site provide the contact hours for each workshop.

CLASS CANCELLATION DUE TO INCLEMENT WEATHER

OGT follows the guidelines announced by the Governor's office regarding delayed schedules or closing of state offices due to weather conditions. When you are advised to use your discretion or an "EMERGENCY PERSONNEL ONLY" announcement is made, call OGT regarding the day's workshops. Likewise, if it is announced on the radio or television that Kentucky State University is closed or delayed, OGT workshops at KSU follow those guidelines. If KSU is on a one-hour delay, OGT classes will start at 9:00 AM. If it is on a two-hour delay, OGT classes will begin at 10:00 AM. Otherwise, classes are held as usual. If a participant chooses not to attend due to the inclement weather, OGT makes every effort to enroll you in another workshop. Participants may call OGT directly to make arrangements to finish a class that was begun prior to the weather situation.

Assessing Organizational Performance

This workshop focuses on creating and managing a continuously improving, customer-focused, and fully engaged organization. Participants learn a common language and framework for understanding organizational performance and increase their knowledge and skills for implementing organizational improvement strategies.

YOUR BENEFITS:

You will be able to:

- **Describe the organization performance sequence chart**
- **Identify four types of performance indicators and two types of performance data**
- **Define the criteria for an effective performance measurement system**
- **Create an outcome sequence chart that illustrates the relationship among outputs, intermediate and end outcomes and the performance indicators for each**
- **Describe the major uses of organization performance information**

WORKSHOP TOPICS:

**Evolution of Improvement
Reactive vs. Proactive Improvement
Seven Steps and the Basic Tools
Listening to the Customer
Using Language as Data**

TARGET AUDIENCE: **Managers/supervisors, especially those involved in reorganization.**

PROGRAM LENGTH: **1 day**

CONTACT HOURS: **6.50**

CPM: **Requirement (Dynamics of Strategic Planning is a prerequisite to this class.)**

Capstone

The Capstone Seminar is the final requirement for CPM candidates to successfully graduate from the Certified Public Manager Program. This seminar provides opportunities for participants to assess their gained knowledge and to share their job-related application of OGT's workshops. Participants will also develop a personal learning/development plan for continuing their learning journey.

The seminar also provides participants an opportunity to give OGT feedback regarding workshops, written projects, and required tests. Information will be used for revising existing workshops, developing new workshops, and identifying needs not adequately addressed within OGT's curriculum.

YOUR BENEFITS:

You will be able to:

- **Personal Development Learning Plan**
- **Feedback from co-workers regarding leadership style**
- **Discussion of current topic(s) affecting the public sector**

WORKSHOP TOPICS:

Developing a Leadership Plan of Action

Assessing Your Leadership Effectiveness

Current Topics Affecting the Public Sector

Personal Testimony

Continue, Stop, Start

TARGET AUDIENCE: Candidates completing all requirements for CPM

PROGRAM LENGTH: 2 days

CONTACT HOURS: 13.00

CPM: Final Requirement

Conducting Effective Meetings

Most meetings occur too often, last too long, and accomplish too little. Whether you attend meetings as a participant or a leader, you are investing your time, presence, preparation, and concentration. Knowing how to save time, effort, and money for your agency by having fewer, shorter, and better meetings are definitely to your career advantage.

YOUR BENEFITS

You will be able to:

- **Identify meeting tasks**
- **Contribute to success of meetings**
- **Participate in activities which may be applied to future meetings**

WORKSHOP TOPICS:

Reasons for Having Meetings

Meeting Agendas

Ground Rules

The Purpose and Format of the Agenda

Roles and Responsibilities of Participants/Planners

Meeting Evaluations

TARGET AUDIENCE: All employees

PROGRAM LENGTH: 1/2 day

CONTACT HOURS: 3.5 hours

CMF: Requirement

Customer Service

Have you ever vowed never to use a product or service again because of poor customer service? Put yourself in the customer's (taxpayer's) shoes and evaluate the service your agency provides. Would you be happy with it? What kind of "report card" would you receive for your services? Can you identify your customer? Learn how to treat people. This workshop helps you and your agency identify ways to improve customer service while increasing effectiveness.

YOUR BENEFITS

You will be able to:

- **Recognize quality customer service**
- **Identify customers' needs**
- **Understand your attitude toward customers**

WORKSHOP TOPICS:

Explore Your Attitude Toward Customers

Build Goodwill and Trust with Your Customers

Handle Complaints and Angry Customers

Develop Effective Telephone Skills

TARGET AUDIENCE: All employees

PROGRAM LENGTH: 1 day

CONTACT HOURS: 6.50

Elective

Developing Effective Presentation Skills

Do you feel confident when you make oral presentations? Many people do not and want to develop the poise, confidence, and ability for speaking more effectively. This workshop takes you through the preparation, rehearsal, and delivery of a public presentation. You practice speaking techniques in a nonthreatening atmosphere of mutual learning. The "do's and don'ts" of humor are introduced. You learn how to organize ideas, improve your delivery skills through a variety of presentations and feedback, and develop supporting materials to enhance your presentation. You review selected video presentations. **You need to bring blank videotape if you would like a copy of your presentation**

YOUR BENEFITS

You will be able to:

- **Overcome stage fright and negative stress**
- **Introduce a speaker effectively**
- **Organize, write, and deliver a presentation with greater clarity and purpose**
- **Use visual aids and appropriate humor to enhance your presentations**

WORKSHOP TOPICS:

Tips for Coping with Stage Fright

Putting Ideas Together

Persuasive Speaking Tips

Delivering Two Speeches

TARGET AUDIENCE: All employees, especially those who make speeches regularly.

PROGRAM LENGTH: 2 days

CONTACT HOURS: 13.00

CPM: Requirement

Dynamics of Strategic Planning

Effective strategic planning can improve the chances of progress and success for an organization. It is a disciplined process that involves a team of people representing the total organization in making fundamental decisions about the future of the organization. The process helps you manage change, focus on the future, and achieve long-term, sustainable results. The goal of this workshop is to increase awareness of the value of strategic planning and to be better prepared to effectively contribute to agency and unit strategic planning efforts.

YOUR BENEFITS

You will be able to:

- Understand and define the components of the Kentucky Strategic Planning Model
- Recognize and apply three types of performance indicators
- Develop unit-level mission, goals, objective, strategies, and action plans
- Develop unit-level performance indicators

WORKSHOP TOPICS:

Overview of Strategic Planning

Kentucky Strategic Planning Model

Identify Core Values

Validate the Mission

Conduct a Situational Analysis

Understand Goals, Objectives, Performance Indicators,
Strategies and Action Plans

Keys to Successful Implementation

TARGET AUDIENCE: Managers and Supervisors

PROGRAM LENGTH: 1 day

CONTACT HOURS: 6.50

CPM: Requirement (This class is a prerequisite to Assessing Organizational Performance)

Effective Work Relationships 1 – Positive Outcomes

In this workshop you sharpen interpersonal skills that proactively foster effective work relationships.

YOUR BENEFITS

You will be able to:

- **Describe the connection between self-control; personal responsibility and choices; and good work relationships**
- **Use DiSC to put themselves in 'positive control' of relationships through self-control and adapting their own behaviors to work more effectively with others**
- **Effectively select appropriate communication techniques to foster positive work relationships**

WORKSHOP TOPICS:

TARGET AUDIENCE: All employees

PROGRAM LENGTH: 2 days

CONTACT HOURS: 13.00

CMF: Requirement (Test Required and Homework Assigned – Homework must be received by OGT before EWR2 can be taken.)

Executive Branch Ethics

This workshop is for all executive branch employees. Employees participate in advisory opinion activities in order to learn the "ethical" definition of what's right and what's not.

YOUR BENEFITS

You will understand:

- **How to recognize conflict of interest**
- **What to do and not do**
- **About employment after leaving state government**

WORKSHOP TOPICS:

Background

Requirements of the Code

Investigations

Penalties

TARGET AUDIENCE: All employees

PROGRAM LENGTH: 1/2 day

CONTACT HOURS: 3.50

CMF: Required portion of the Managing Human Resource Systems workshop.

Facilitation Skills

The workshop is designed for individuals with no or limited experience in facilitating groups. Persons who regularly facilitate groups may also find additional techniques to add to their facilitator's toolbox. You learn about tools to help teams, groups, and meeting leaders organize thoughts, interests, and processes for achieving "group" goals. During the workshop, you have the opportunity to apply the tools learned.

YOUR BENEFITS

You will learn to:

- **Facilitate meetings and groups**
- **Use skills during the workshop**
- **Help groups become more effective in their desired outcome**

WORKSHOP TOPICS:

Understand Your Role as a Facilitator

Get Sessions Started

Learn About Facilitation Tools

Understand Group Dynamics

Close the Session

TARGET AUDIENCE: **Managers and supervisors**

PROGRAM LENGTH: **1 day**

CONTACT HOURS: **6.50**

CPM: **Requirement**

Fundamentals of Budgeting

This workshop provides basic information on budgeting and the budgeting cycle for managers, supervisors, and staff whose current positions may not require such skills. Effective July 2003, an online version of this class was added. You may decide which version you would rather take: the face-to-face or online version.

YOUR BENEFITS

You will be able to:

- define and identify components of the basic budgetary and financial management process
- actively participate within Kentucky's biennial budget cycle and budget development process
- value the importance of performance indicator

WORKSHOP TOPICS:

Definition
Funding Sources
Why budget?
Biennial budget
Agency view
Executive branch
Final Budget Memo
Performance indicators

TARGET AUDIENCE: Managers and supervisors

PROGRAM LENGTH: 1 day or Online

CONTACT HOURS: 6.50

CPM: Requirement

Interactive Communication

This workshop equips participants with skills and knowledge to interact effectively person-to-person.

YOUR BENEFITS

You will be able to:

- **Diagnose communication styles.**
- **Adapt communication styles to meet the needs of any situation.**
- **Develop strategies for overcoming barriers to interactive communication.**
- **Recognize and use non-verbal cues to strengthen communication.**
- **Apply key learning points on the job in a structured project.**

WORKSHOP TOPICS:

Your Priorities For Improving Communication

Interactive Communication

Communication Style Inventory

Listening is Good Business

Communication Barriers

Constructive Feedback

TARGET AUDIENCE: All employees

PROGRAM LENGTH: 1 day

CONTACT HOURS: 6.50

CMF: Requirement (Homework Assigned)

Introduction to Leadership

This workshop helps managers with more than one-year experience develop fundamental leadership skills. Topics include the changing role of the manager; employer and employee rights and responsibilities; Situational Leadership skills and applications; the power of shared information; and motivation. Focus is given to assessment of participants' interpersonal styles, leadership styles, and ability to motivate others.

YOUR BENEFITS

You will learn to:

- **Capitalize on your strengths and bring out the best in others**
- **Analyze and solve managerial problems more effectively**
- **Increase your understanding of employee needs and empower them to increase productivity and commitment**

WORKSHOP TOPICS:

Leadership Assumptions: Assess your leadership assumptions to see if there is a discrepancy between what you say and what you do as a manager.

Historical Perspective and Changing Roles of the Manager: Explore two major theories in the history of management and learn what modern management theory borrows from them. Apply your knowledge of Theory X and Y to a case study.

Personal Profile System: Administer and interpret one of the most effective behavioral style instruments used by organizations, the Personal Profile System. Develop insight into your dominant work behavior patterns and motivational factors, and those of your employees. Complete an exercise in "flexing" your behavior style to that of your employees to help communicate with them more effectively.

Employer/Employee Rights and Responsibilities: Receive an overview of your rights, responsibilities, and liabilities as a manager and those of your employees. Sexual harassment, sexual discrimination, and the American with Disabilities Act are particularly emphasized. Through several case studies, practice effectively handling problems relating to

these areas on the job. The Kentucky Employee Assistance Program (KEAP) is also explained.

Power of Shared Information: Discuss communication barriers for managers and use a case study to practice determining how to overcome these barriers. Also, receive tips for effectively delegating tasks, conducting meetings, and communicating by computer.

Power of Expectations: Explore ways to positively motivate your employees. Take the opportunity to assess your influencing styles and make a plan for improving them.

TARGET AUDIENCE: All employees

PROGRAM LENGTH: 3 days

CONTACT HOURS: 19.50

CMF: Requirement (test required)

Introduction to Process Improvement

This workshop focuses on business processes within an organization. A business process is defined as a set of recurring activities or steps that changes materials or information from one form to another in order to produce something of value for a customer. The workshop concentrates on major principles of "customer focus" - responding to both internal and external needs; "systems focus" - understanding how improvements in one part of a system or process affects other parts; "valuing people" - understanding that process improvement efforts focus on constant and rigorous improvement of systems and processes, not on blaming people; "fact-based decision making" -the need to make decisions based on data rather than hunches and to find root causes of problems rather than react to symptoms; and "planned change" - making effective change requires a well developed plan, approach, and supportive leadership. These concepts are illustrated throughout the workshop.

YOUR BENEFITS

You will learn to:

- **Develop a "process" orientation to work**
- **Understand the key principles and components to effective process improvement**
- **Use process improvement tools for application to work-related processes**

WORKSHOP TOPICS:

Understand the Nature of Processes

Learn Keys to Successful Process Improvement

Review Process Improvement Foundation Principles

Use Process Improvement Tools

TARGET AUDIENCE: Managers, supervisors, and any employee responsible for managing projects or systems

PROGRAM LENGTH: 1 day

CONTACT HOURS: 6.50

CPM: Requirement

Leadership II

This workshop looks more deeply into leadership styles and skills. You use this information to develop your self, empowering others, and managing resources. Topics include Lawler's principles of high involvement; Deming's 14 points for quality and productivity, goal setting; employee empowerment; decision-making; group dynamics; and communication skills. You receive feedback from your employees about your management behaviors and leadership styles.

YOUR BENEFITS

You will be able to:

- **Identify your strongest leadership abilities through self-assessment and feedback from your employees**
- **Understand and experience team formation**
- **Experience and contrast the effectiveness of individual and group decision making**
- **Expand the arena of your Johari Window and develop greater openness and trust among employees**
- **Empower yourself and your employees to increase productivity and commitment**
- **Develop goals for your organization and for each employee and give feedback to your employees on achieving these goals**

WORKSHOP TOPICS:

Principles of Involvement: Receive a brief background of management theory, leading up to the Employee Involvement and Quality theories that are prevalent today. Explore the difference between management and leadership. Form a team with other members in the workshop. To better understand team concepts, determine the team's guiding principles and create a team motto and logo.

Effective Interpersonal Communication: Identify the elements of good and poor communication for managers by playing a communication game. The Johari Window is presented to illustrate the relationship between giving and getting feedback and its effect on your workplace climate. Discuss methods for creating a more open, trustful climate. View and discuss a video dealing with listening skills of managers.

Finally, develop an action plan to help you improve your communication skills at work.

The Decision Dilemma: A historic overview of decision-making theories are presented and contrasted with one another. Discuss the benefits and barriers of group decision-making. Practice both individual and group decision-making in a Project Planning Exercise and a more extensive simulation, "The Management Challenge." One particular problem in-group decision-making is presented in the video "The Abilene Paradox." Explore group task and maintenance behaviors.

Empowering Self and Others: Gain an understanding of team and leader empowerment, why it is important, what conditions are necessary for it to exist, and how to make it work. Analyze these elements through group discussion of a case study. Assess your team's and your own readiness for empowerment. Finally, set goals and priorities based on this self-assessment.

Management Challenge: This is a challenge to use the managerial skills you learn in this workshop. Analyze the causes and solutions to the problems of Region 6 in a very realistic case study. Also by making these decisions individually, and later as a team, experience and contrast the effectiveness of nonparticipative versus participative management.

Manager Behavior Inventory: Assess your leadership skills according to how you feel your employees perceive you. Later in the week, receive feedback from your employees based on this same questionnaire so that you can compare their perceptions of you with your own.

TARGET AUDIENCE: Managers/Supervisors who have completed Introduction to Leadership

PROGRAM LENGTH: 3 days

CONTACT HOURS: 19.50

CPM: Requirement (test required) (This class is a prerequisite to Leadership III.)

Leadership III

Leadership is an observable, learnable set of practices. It is not something mystical and ethereal that cannot be understood by ordinary people. Given the opportunity for feedback and practice, those with the desire and persistence to lead can substantially improve their abilities to do so. This three and one-half day workshop is based on the book, *The Leadership Challenge: How to Get Extraordinary Things Done in Organizations*, by James Kouzes and Barry Posner. You gain an understanding of the five exemplary leadership practices identified by the book and receive feedback from your coworkers on your own strengths and areas for improvement in each of the five practices. **You must complete the Practices Inventory (PDF or Word) before you attend this workshop.**

YOUR BENEFITS

You will be able to:

- Identify your strongest leadership practices through self-assessment and employee feedback
- Understand the challenges of managing innovation, risk, and change
- Discover the power of organizational vision
- Become aware of Kentucky's ethics law and other selected references
- Learn the stages of team development and strategies for leading each stage
- Learn to acknowledge and respect the unique values, expectations, and needs of individuals from various cultures
- Develop innovative ways to recognize achievements and celebrate organizational accomplishment

WORKSHOP TOPICS:

Introduction to the Five Leadership Practices: Compare your own "personal" best" leadership experiences with the qualities and behaviors of successful leaders. Be introduced to the five practices of exemplary leaders, and complete the Leadership Practices Inventory self-assessment to help you discover to what extent you have adopted these practices.

Challenging the Process: Leaders are pioneers -- people who seek out new opportunities and change the status quo. They innovate, experiment, and explore ways to improve the organization. Discuss the video "Managing People through Change" and develop ways to improve your ability to manage others through innovation, risk, and change.

Inspiring a Shared Vision: Leaders look toward and beyond the horizon. They envision the future with a positive and hopeful outlook. Leaders are expressive and attract followers through their genuineness and skillful communications. View the video "Discovering the Future: The Power of Vision," and learn strategies for developing and communicating your own vision for your organization.

Modeling the Way: Leaders are clear about their business values and beliefs. They keep people and projects on course by behaving consistently with these values and modeling how they expect others to act. This segment focuses on ethical behavior in the workplace. View "The Case of the Willful Whistleblower" and review key documents relating to ethics in state government.

Enabling Others: Leaders infuse people with spirit and develop relationships based on mutual trust. They stress collaborative goals. They actively involve others in planning by giving them discretion to make their own decisions. The first part of this segment deals with leadership and team development, applying the concepts of Situational Leadership learned in Leadership I and II. In the second half, work to understand the challenges of managing a culturally diverse workforce and learn guidelines for managing diversity.

Encouraging the Heart: Leaders express pride in the team's accomplishments, letting people know that their efforts are appreciated. Leaders also find ways to celebrate achievements. They nurture a team spirit that enables people to sustain continued efforts. In the closing segment of the workshop, learn guidelines for recognizing achievements and celebrating accomplishments. In addition, develop an action plan for improving your own leadership practices.

TARGET AUDIENCE: Experienced managers/supervisors who have completed Introduction to Leadership and Leadership II

PROGRAM LENGTH: 3 days

CONTACT HOURS: 19.50

CPM: Requirement (test required) (Leadership II is a prerequisite to this class.)

Leading/Coaching High Performing Teams

Achieving teamwork and cooperation is a must for organizations. This involves human resource skills --recognizing and utilizing the personal attributes of each individual and his or her role on the team. This workshop brings together coworkers to learn ways to enhance team effort, evaluate your organization, and develop plans for improvement.

YOUR BENEFITS

You will be able to:

- Capitalize on your strengths and those of your team members
- Learn the powerful effects of synergy
- Reduce team competition and increase team collaboration

WORKSHOP TOPICS:

Learn to Appreciate Personal Strengths of the Individual Team Member

Understand Need for Teams to Get Along Within Organizations

Review Effective Teams and Their Strategies

Learn Strategies for Building Your Unit Into a More Effective Team

TARGET AUDIENCE: Intact work teams, including the manager

PROGRAM LENGTH: 2 days

CONTACT HOURS: 13.00

CPM: Requirement (test required)

Managing Human Resource Systems in the Public Sector

When you manage state employees, it is essential to understand the many rules and laws of the merit system. This training helps you better understand state government as a human resource system.

In an effort to present MHRS in the most effective way, MHRS is a blended workshop. That is, there are two components: the online portion and one day in the classroom. In the online portion, participants learn about the merit system and its history, the laws and regulations that govern the main personnel system for state employees, the importance of positive coaching, and the progressive discipline process. The day in the classroom is spent listening to and sharing with speakers about KEAP, mediation, personnel and ethics issues.

In MHRS, participants are enrolled in the online component first and it must be completed prior to the classroom portion. The classroom component is scheduled after the online portion is completed. Those who are unable to complete the online component are canceled from the class and allowed to complete it at a later date.

The online version takes approximately 5 hours to complete. You may complete the course any time during the two-month enrollment period. You may work on the class at any time or place. That's the beauty of online classes. When you finish the online component, you will complete a multiple choice test to measure the amount of knowledge gained. This is just one measure to see if the course provides information in the appropriate way. Incorrect completion of this test will not keep you from moving on to the classroom component. When you complete the classroom component, you receive a certificate.

YOUR BENEFITS

You will understand the:

- **Purposes and history of the merit system**
- **Laws and regulations and how to work within their boundaries**
- **Components of successful employee orientations**
- **Factors to help prevent disciplinary actions**
- **Process for implementing disciplinary actions**

WORKSHOP TOPICS:

The Merit System? - Learn what it is and its history.

New Employee Orientation - Learn why it is important and the information to be shared.

Preventive Measures- Find out what managers can do to stay away from the disciplinary process by understanding Positive and Progressive Coaching techniques.

Progressive Discipline - Research laws and regulations to understand the progressive discipline process.

TARGET AUDIENCE: All employees

PROGRAM LENGTH: Online Component and One-Day Class

CONTACT HOURS: 13.00

CMF: Requirement

Managing Organizational Change

Successfully managing change requires an understanding of the change process and its effect on people. This workshop helps managers effectively deal with both the human and organizational sides of change. Through group discussions, video examples and application exercises, managers will learn how to successfully implement an organizational change from the initial announcement through completion.

YOUR BENEFITS

You are able to:

- Identify and manage steps in the change process
- Help people in your organization move through the stages of transition
- Learn a set of tools that you can use to successfully implement each stage of the change process

WORKSHOP TOPICS:

Changes in Today's Workplace

The Change Process Model

Managing People Through Change

Techniques for Successful Change Implementation

TARGET AUDIENCE: Managers and Supervisors

PROGRAM LENGTH: 2 days

CONTACT HOURS: 13.00

CPM: Requirement (test required)

Performance Management

This workshop helps you learn to participate in successful performance evaluations by developing/recognizing performance goals that meet SMART criteria and using appropriate coaching techniques.

In an effort to present Performance Management (PFMG) in the most effective way it is a blended workshop. That is, there are two components: the online portion followed by one day in the classroom. In the online portion, you increase your knowledge in three key areas: planning, coaching, and evaluating. The day in the classroom is spent participating in activities that allow you to increase your skills in these areas. Blending these services ensures that not only is knowledge obtained but that skills are developed.

In PFMG, participants are enrolled in the online component first and it must be completed prior to the classroom portion. The classroom component is scheduled after the online portion is completed. Those who are unable to complete the online component are canceled from the class and allowed to complete it at a later date.

The online version takes approximately 5 hours to complete. You may complete the course any time during the two-month enrollment period. You may work on the class any time or place. That's the beauty of online classes. When you complete the classroom component, you receive a certificate.

YOUR BENEFITS

You will be able to:

- **Develop performance goals using SMART criteria 100% of the time**
- **Explain the Performance Management model when appropriate**
- **Use appropriate coaching techniques as needed**
- **Conduct successful coaching meetings**
- **Conduct "no surprises" evaluation meetings**

WORKSHOP TOPICS:

The Performance Management Process - Learn what it is why you should use it.

Planning and Defining - Learn why this step is important and how to develop expectations using SMART criteria.

Coaching - Find out how to use Analytical and Facilitation tools to help coach employees to superior performance.

Evaluation - Find out if you are a counselor or judge. Learn about rating errors and how to stay away from them.

TARGET AUDIENCE: All employees

PROGRAM LENGTH: Online Component and One-Day Class

CONTACT HOURS: 13.00

CMF: Requirement (test required)

Project Management

Projects are a way of life, in both technical and nontechnical disciplines. Examples include management of human resources, finance, procurement of equipment, and implementation of strategic plans. This workshop offers practical advice along with a step-by-step approach for better managing projects. These tested, "in-the-trenches" techniques will help make the complex discipline of project management easier to understand and master.

If you struggle with managing the unmanageable, this workshop is for you. The workbook for this workshop serves as a practical "job aid" or reference tool for just about any project you undertake. It includes a complete appendix with stories, examples, and project management techniques to help you control initiatives that seem to be uncontrollable.

YOUR BENEFITS

You will be able to:

- Learn numerous "hands-on" exercises to practice skills
- Valuable workbook to guide you through future projects
- Practical, down-to-earth tools and techniques

WORKSHOP TOPICS:

Triple Constraints

The Foundation of Project Management

The Project Management Lifecycle

Initiate a Project: Assess Needs, Identify Stakeholders, Develop Goals, Determine Roles and Responsibilities, Develop a Communication Plan, and Building a Business Case.

Plan a Project: Work Breakdown Structures, Project Specifications, Calculating Time and Costs, Gantt Charts, Network Diagrams, and Risk Analysis

Execute a Project: Monitor the Triple Constraints and Controlling the Project

Close Out a Project: Audit the Project, Transfer Ownership, Assess Lessons Learned, Celebrating and Saying "Thanks"

TARGET AUDIENCE: All employees responsible for coordinating/ implementing projects

PROGRAM LENGTH: 2 days

CONTACT HOURS: 13.00

CPM: Requirement

Structured Behavioral Interviewing

As an employer, do you remember your last job interview? Was it effective? Did you wish for a second opportunity to choose a better candidate? While decisions are based on the interview, key questions may be overlooked. This workshop helps those responsible for interviewing learn techniques that make the selection process a more positive and productive experience. Emphasis is placed on development of specific job-related interview questions based on the interviewee's past performance and behavior. **You need to bring a sample job description to help in developing interview questions when you attend this workshop.**

YOUR BENEFITS

You will be able to:

- **Predict a potential employee's future behavior through asking past behavioral interview questions**
- **Become a more effective interviewer**
- **Reduce turnover by choosing the right person for the job**

WORKSHOP TOPICS:

Principles of Behavioral Interviewing

Identifying Key Competencies

Identifying Dimensions Related to the Job

Understanding Behavioral vs. Theoretical Questions

Using an Interview Guide

TARGET AUDIENCE: Managers, supervisors, and any employee responsible for interviewing candidates for job positions

PROGRAM LENGTH: 2 days

CONTACT HOURS: 13.00

CPM: Requirement (test required)

Tools for Problem Solving

This workshop helps you with defining what is a problem is and the kinds of problems faced in the workplace today. The Plan, Do, Check, and Act model is explored in great detail, with all the steps that are needed for getting to actually evaluating the solution you have selected for a problem. Participants learn how to develop a problem statement, to use a Pareto chart, to organize information in a Fishbone diagram, and to determine what kind of data they need for solving problems in the workplace.

YOUR BENEFITS

You will be able to:

- Use problem-solving tools correctly and be familiar with the accepted terminology.
- Practice using problem-solving tools, and knowing what kind of information you can gain with each tool.
- Set up the process for a case study problem.

WORKSHOP TOPICS:

Creativity - How does it help in the problem solving process?

What is a problem? - How do you determine there is a problem? What kind of a problem is it? What do you need to know and do?

PDCA Model - Looking at the steps in this problem solving method.

Development of the Problem Statement - What is a good problem statement?

What needs to be in a problem statement and writing problems statements?

Difference in Facts and Inference - Activities that help see the difference and practice.

Looking at Tools for Gathering and Using Data - There are many tools, and this workshop explores some of the possible tools used currently to solve problems.

TARGET AUDIENCE: All employees

PROGRAM LENGTH: 1 day

CONTACT HOURS: 6.50

CMF: Requirement

Train the Trainer

This workshop takes you through an extensive program that teaches basic skills needed to be an effective trainer using learning styles, training styles, and training design. You receive individual consultation from our trainers to ask specific questions about problems you anticipate as trainers. You are videotaped and receive feedback on your performance. Everyone presents a short (15 minute) training segment on the third day.

You need a topic for training and a blank videotape if you would like to keep a copy of your training event.

YOUR BENEFITS

You will be able to:

- Learn methods to enhance any training experience
- Practice in a nonthreatening environment and receive immediate, positive feedback
- Develop and deliver quality training programs

WORKSHOP TOPICS:

Qualities of Effective Trainers

The Learning Style Inventory

Training Styles

Training Techniques

Training Design

Tips for Trainers

TARGET AUDIENCE: Trainers or potential trainers

PROGRAM LENGTH: 3 days

CONTACT HOURS: 19.50

Elective

Working through Change

Change is constant and inevitable — it's one of the few things in life we can count on. We can also count on the fact that, whether change is organization-wide or specific to individual departments or employees, everyone has a reaction to it. The organizations we work for demand that we both adopt and adapt to change. The more we know about the process of change, the better equipped we are to take steps towards the acceptance of change and adapt to it effectively in our work and our lives. This workshop helps you develop the skills to become more resilient in the face of constant change.

YOUR BENEFITS

You will be able to:

- Understand the fundamentals of the change process
- Identify four basic reactions to change
- Develop an action plan for dealing with the changes in your work and life

WORKSHOP TOPICS:

The Changing Nature of Change

Dealing with Transitions – Mastering the Change Curve

“Who Moved My Cheese” - video

Develop Skills and Strategies for Dealing with Change

TARGET AUDIENCE: All employees

PROGRAM LENGTH: 1 day

CONTACT HOURS: 6.50

CMF: Requirement

Workplace Violence

Incidents of workplace violence have become so common that only the most shocking now make national news. Yet most supervisors still deny the possibility that such a catastrophe could occur in their own workplace or, worse yet, could be caused by one of their employees. They want to believe, "It can't happen here." Hopefully, it won't. But behind the sensational headlines, a very real, day-to-day trend of workplace threats, aggression, and assaults has grown to epidemic proportions. Contrary to common misconceptions, fatalities are NOT involved in most cases. But, even incidents without assaults or physical injuries can devastate the sense of personal security people once felt at their place of work. This workshop is designed to make you more aware of the issues related to workplace violence and to give you some tools to help recognize, defuse, and prevent it. You learn common causes of violent and aggressive behavior, the destructive results that even mild forms of aggression can create, and the warning signs of those who might pose a risk to a safe, secure workplace.

YOUR BENEFITS

You will be able to:

- Learn 5 keys to reducing the possibility of violence
- Become aware of your legal rights and responsibilities as it pertains to violence
- Recognize the warning signs; how and when to report potential problems

WORKSHOP TOPICS:

Become Aware of the Warning Signs and Typical Profile of a Potential Offender
Intervene in an Appropriate Manner Within Legal Guidelines
Respond to a Violent Crisis Quickly and Calmly
Recommend Methods of Coping after the Crisis to Ensure Stabilization of the Workforce

TARGET AUDIENCE: All employees

PROGRAM LENGTH: ½ day

CONTACT HOURS: 3.50

Elective